

ROUTING AND RECORD SHEET

SUBJECT: (Optional) DCI - Meeting with the Federal Women's Executive Leadership Program
9 January 1989

FROM: *WMB*
William M. Baker
Director, Public Affairs

EXTENSION

NO.

PAO 89-0006

DATE

6 January 1989

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

ER

06 JAN 1989

WMB

2.

3.

DCI

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WMB

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PAO

11/1

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ERS

6.

Carol

Jan 12 Jan 12

LSO

7.

Mark/Chis

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15.

DCI
EXEC
REG

MEMORANDUM

Executive Registry

88-3850X

TO : Director of Central Intelligence

FROM : 1988 Women's Executive Leadership Program (WELP) Participants

SUBJECT : Interview

DATE : 11 October 1988

1. The six Agency employees currently participating in the Women's Executive Leadership Program (WELP) would like to meet with the Director of Central Intelligence briefly to introduce themselves, learn his views on issues facing the Agency, and discuss Agency management policies and practices.

2. The Women's Executive Leadership Program was begun three years ago by the Office of Personnel Management to provide federally employed women an opportunity to develop themselves as future senior managers. The year-long program includes rotations to other federal agencies and private corporations, executive interviews, group workshops and training, and management reading. A meeting with the director would follow our individual meetings with directorate and office heads over the past six months to discuss the above-mentioned topics.

3. The six women selected from CIA represent all four directorates, and have completed approximately two-thirds of their year in the program. Attached to this memo is a brochure detailing WELP, and a list of 1988 Agency participants.

4. If approved, the group would be free to meet with the Director anytime after 1 November. To communicate your decision, or if you would like additional information, please contact:

DI/OIR/Personnel
2E6102 Headquarters

APPROVAL: _____ DISAPPROVAL: _____

DATE: _____

ATTACHMENTS: WELP Brochure
1988 Participants' List

*Judge:
In my opinion
this would be a
good group to
meet with*

WOMEN'S EXECUTIVE LEADERSHIP PROGRAM
1988

Central Intelligence Agency Participants for 1988:

STAT

[REDACTED]

DA/Office of Logistics

STAT

[REDACTED]

DO/Information Management Staff

STAT

[REDACTED]

DA/Office of Training and Education

STAT

[REDACTED]

DA/Office of Finance

STAT

[REDACTED]

DS&T/National Photographic Interpretation Center

STAT

[REDACTED]

DI/Office of Information Resources

~~CONFIDENTIAL~~

The Federal Women's Executive Leadership Program

A program directed by the Office of Personnel Management (OPM), now 3 years old. The Agency has participated all three years. The purpose of the program is to give women in federal government experiences to help them move into executive positions in the government. This is a flexible program which allows participants to combine experience in a number of government agencies and the private sector with, in the case of the Agency, different directorates throughout the Agency, or even different offices in the same directorate. Allows full-time or part-time participation. Includes short interim assignments combined with "shadowing" executives. The grade range for participants is GS 10-13. Two of the Agency participants in this year's program chose part-time participation; four chose full-time.

Profiles of Agency Participants

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6 January 1989

JUDGE:


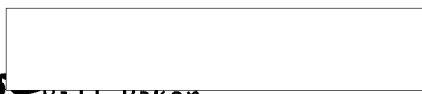
You will be meeting with the six participants of the Federal Women's Executive Leadership Program on 9 January at 3:00. These Agency officers are just completing their year of training, a year that each designed according to individual professional goals. They will come prepared to ask you specific questions, and have indicated that they are most interested in your insights on the issues, other than tight resources, that loom before us. They are also interested in management issues, and would like to know what you look for in an organization to tell if it is well run. Their questions are likely to deal with those issues.

They have all met individually with the Deputy Directors and were told about the efforts being made to improve opportunities for women and minorities. This particular group does not need to be reassured about those efforts. They are all enthusiastic about the program and credit it with broadening their perspective, giving them a greater insight into the role of the Agency in the policy realm, and increasing their management skills.

We have talked with each of the participants, who have described the program in general and outlined their individual assignments. I have attached the results of our conversations so that you can see how this program has benefitted Agency employees.

I will join you for the meeting.

25X1

 
BETTY BAKER

Attachment:
as stated

Regrade as UNCLASSIFIED
when separated from attachment.

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Announcing

WOMEN'S EXECUTIVE LEADERSHIP PROGRAM *FY 89*



**United States
Office of
Personnel
Management**

Office of
Training and
Development

Executive
Programs
Division

LWI-1 9-88

The opportunity to meet and network with peers ... gave me a new understanding of individual needs and goals. The formal training brought experiences and emotions into a proper perspective and gave me the needed preparation to be ready to step into a managerial position.

Joan Stern
U.S. Department of Labor



Introduction

The Women's Executive Leadership (WEL) Program is a year-long program of supervisory and managerial training and developmental experiences that OPM provides for high-potential women and men to help them become optimally equipped for future opportunities as Federal supervisors and managers. The Program focuses on career **enhancement** rather than **advancement**. In keeping with OPM's executive development philosophy, the Program covers four of the six executive competencies needed by supervisors, managers, and executives for successful job performance:

- Direction and guidance of programs, projects, and policy development;
- Resource acquisition and administration;
- Utilization of human resources;
- Review of implementation and results.

History of the Program

OPM initiated the WEL Program in FY 84 as a career enhancement program for women at grades GS-9 through GS-12. The first class was an FY 85 pilot effort with 65 participants. OPM expanded the Program to include men in FY 87. The Program now includes 174 participants (5 are men). Fifty-two percent of the participants are from outside the Washington, D.C. area. Twenty-seven agencies and thirty-one states are represented in the FY 88 class.

Program Objectives

- The Program's objectives are:
- To encourage Federal departments and agencies to join in a partnership with OPM

to prepare talented Federal employees with skills, knowledge, attitudes, and experiences required to successfully compete for and perform supervisory and managerial opportunities that open up in the future.

- To benefit Federal departments and agencies by equipping these talented employees to contribute even more to their current jobs regardless of their aspirations for future supervisory or managerial positions.
- To provide training and developmental experiences that are both tailored to the participant's own developmental needs and focused on the managerial competencies and effectiveness characteristics needed for success as a supervisor, manager, or executive.
- To provide for rotational assignments that will give participants a broad overview of additional career fields that employ their specialty and greater understanding of how their specialty relates to other specialties in their career field.
- To provide for early identification of individuals who have the potential for and long-term interest in careers as Federal supervisors, managers, or executives.
- To give participants an opportunity to observe supervisors, managers, and executives as role models at work.

Target Audience

For FY 89, the target audience is non-supervisory women and men at the level of GS-11 and GS-12. Supervisory GS-11's and GS-12's will be accepted who have a maximum of one year's experience. The Program does not enroll GS-13's.

Program Components

The program components outlined below provide formal and informal training and developmental experiences that require participants to be away from their positions of record for a total of 4 months and 1½ weeks. **ATTENDANCE FOR THESE COMPONENTS IS MANDATORY.** Additional work time is needed for negotiating some of these activities and for meeting certain other requirements that can only be accomplished during regular working hours. It is critical that each potential applicant and the first-line supervisor (the supervisor of record) consider these facts before proceeding with a nomination.

Orientation—Individuals selected for the Program will attend a 5-day orientation in Washington, D.C. Participants, OPM staff, and supervisors meet to establish a working relationship, to review program policies, expectations, and opportunities, and to clarify issues. **OPM conducts three of the days, and two are conducted by the various agency headquarters for their participants.** During the 3-day OPM segment, OPM assigns participants to the team they will be part of during the Program year.

Individual Needs Assessment—During orientation each participant and the supervisor will take the Management Excellence Inventory (MEI) to assess the level of the participant's managerial skills using the Management Excellence Framework as a model. Participants will also take the Myers-Briggs Type Indicator. Results of these assessments will be discussed during the Public Managers Workshop—the next formal training activity following Orientation.

Public Managers Workshop—This is a 4-day residential training program designed to clarify the roles of Federal managers, provide training in management as a second profession, and discuss results of participants' needs assessments. After this, participants will be ready to formulate an individual development plan.

Individual Development Plan (IDP)—The IDP prepared by participants serves as their unique "blueprint" for the year-long developmental Program. Using an OPM format, participants define their specific devel-

ment them through the year's developmental activities. Preparation of the IDP will be coordinated with the supervisor and agency program coordinator.

Core Training—OPM will design a course of 2 consecutive weeks of management training based on the Management Excellence Inventory results for the class as a whole. This training, like the training during Orientation and the Public Managers Workshop, is conducted by expert consultants and guest faculty from the private sector and local universities.

Rotational Work Assignments—Each participant will be required to complete a 60-day (calendar) and a 30-day assignment outside the current position of record, to provide breadth of work experience. This requirement means that participants will physically be away from their offices and current positions of record for the entire number of days required for each rotational assignment.

Team Participation—The team that each participant is assigned to during Orientation is a small group of individuals who will interact closely throughout the Program year. The team experience is to encourage and strengthen leadership and interpersonal skills, to stimulate participants' commitment to their personal development, and to provide a forum for exploring and addressing current management issues in the Federal Government. Teams will be required to design and deliver a ½-day workshop for their entire class in the future. Another 1½ days will be spent in attendance to critique and review other team presentations.

Shadowing Assignment—Each participant will be required to complete a 1-week shadowing assignment to gain exposure to managerial excellence through "shadowing" a Federal manager at the GS-13 level or above. (Like the two work assignments, the shadow week also gives participants important visibility among various Federal managers or executives.)

Executive Interviews—Participants will be required to interview three Federal officials, including a member of the Senior Executive Service. A written report to OPM is required.

I gained a lot from the WEL Program, both personally and professionally. It was a year full of challenges, risk, training, personal development and career assessment. This experience has enhanced my potential for career advancement and I feel a great sense of personal satisfaction and accomplishment.

Marilyn Quinones
Environmental Protection Agency



Management Reading—Participants will read three books on management issues. A written report to OPM is required.

Program Impact Paper—OPM requires each WEL Program participant to submit an impact paper at the end of the Program year to the first-line supervisor with a copy to OPM. The paper addresses program objectives accomplished and the likely impact of the Program on the participant's career.

Program Closeout—A 2½-day closeout will be held at the end of the year for program evaluation and to transition participants for the next phase of their careers. Supervisors, agency program coordinators and participants' guests are invited to graduation exercises.

Participant Qualifications

The WEL Program is open to full-time, permanent employees in grades GS-11 and GS-12. All applicants must have demonstrated through performance that they have exceptional supervisory and management potential. Also, they must have the ability, professionalism, maturity and capacity to independently handle 12 months of training and development activity while continuing to be responsible for the duties of the position of record (unless an agency allows a participant to be in full-time training status for the year).

Nomination and Application Process

Nomination Process—Agencies have the right to determine who will be nominated within their organization for application to the Program. Regardless of the procedures

followed, OPM strongly recommends the involvement of first-line supervisors in the agency's nomination process. Participants should not nominate themselves.

The reason OPM strongly recommends the close involvement of first-line supervisors in the nomination process is that success in the Program greatly depends on the support and involvement of the participant's supervisor. A major consideration is that participation in the Program will have a definite impact on the participant's office workload.

Each agency should ensure that its nominees are selected in a fair and equitable manner. All nominations should be made in accordance with internal agency-level requirements for a competitive selection process.

Application Process—Nominations can be submitted to OPM in two ways: an individual nomination can be sent in by the first-line supervisor or multiple nominations can be submitted in one package by an agency official. Submissions or nominations to OPM, however, should be in accordance with procedures established by the agency. (i.e., field offices should submit applications through national headquarters if that policy has been established.) In either case, each nomination must include the following:

- A current SF-171 signed and dated by the applicant in ink.
- A statement signed by the first-line supervisor briefly assessing the applicant's potential for supervisory or managerial work and the likelihood of successfully completing the WEL Program.
- A completed SF 182 or other approved training form.

I felt challenged every step of the way—to be creative, organized, prepared, exemplary, and enthusiastic to try to do more than was expected. I learned so much from so many people and from the experiences themselves. The WEL Program will continue to affect my life and career for many years to come.



Patricia Ray
Department of Agriculture

—A brief transmittal letter from the first-line supervisor that includes in list format the applicant's:

- Name, work telephone number, home address and telephone number.
- Department or agency.
- Bureau or similar-level organizational unit.
- First-line supervisor's name, address and work telephone number.

Deadline for receipt of applications in OPM is December 16, 1988. OPM will not process late or incomplete applications.

Selection Process

Potential candidates for the Program will be required to meet with an interagency panel to determine their readiness for the year-long experience. The interagency panel will be composed of Federal managers, directors of training, agency program coordinators, and graduates of the WEL Program.

OPM will advise agencies in writing of final selections by February 7, 1989.

Program Entry Date

The WEL Program Orientation is scheduled for February 27—March 3, 1989. Individuals selected will be notified in writing as to the location and time of the activity.

Cost

Tuition is \$3,350 per person for the 12-month Program. Agencies pay the U.S. Office of Personnel Management using SF 182 or other approved training form. The tuition payment does not cover travel costs, nor does it cover per diem expenses except at the Public Managers Workshop.

For participants employed outside the Washington, D.C. metropolitan area, this means the employing agency pays for the participant's hotels and meals for 1 orientation week, one 2-week core training session, a 2-day team presentation, and the 2½-day program closeout.

A Note on Travel

The only travel requirements for WEL Program participants are to attend the Orientation week, the 2-week core training session, the 2-day team presentation, the 2½-day program closeout and the Public Managers Workshop. All except the PMW are held in Washington, D.C. (Agencies pay all travel costs.) While OPM encourages participants to plan developmental activities that will provide breadth of exposure, participants in headquarters offices are not required to complete a rotational assignment in a field location nor vice versa. **Participants are not required to undertake any rotational or shadowing assignment outside the regular commuting area.** The employing agency determines whether it wants to allow the WEL Program participant to take a rotational assignment outside the commuting area.

Agency Program Coordinators

Any department or agency planning to nominate participants to the FY 89 WEL Program must appoint an individual to coordinate participant program responsibilities in the agency, provide support and advisory assistance to participants, ensure that associated admin-

This program is a well designed and structured program guaranteed to develop any participant's management and leadership skills. It was the best government designed career goal development experience I have had in the past fifteen years.

Ann French
Indian Health Services



istrative tasks are carried out, meet periodically with OPM on program business, and handle agency reporting requirements that WEL Program participants must meet.

The agency's chief training official should select the coordinator and send the name to the office listed at the end of this brochure so that it is received in OPM no later than **October 31, 1988.**

In agencies that will have WEL Program applicants in both the headquarters office and in one or more field locations, the chief training official should ensure that **each** site has a program coordinator and that coordination and liaison among them is provided for. A coordinator at each site is needed to provide assistance to participants and to ensure participant accountability for program reporting requirements.

Information

For more information, please contact your agency program coordinator for the WEL Program. OPM has designated these individuals as information contacts for the Program. However, if you need to ask OPM for assistance, please contact:

U.S. Office of Personnel Management
Women's Executive Leadership Program
1121 Vermont Avenue, N.W.
Rm. 308
Washington, D.C. 20005
(202) 632-5109

Special Needs

It is the responsibility of a hearing-impaired participant's agency to provide interpreters.

Timetable

Activity

Date

Agencies forward, in writing, the name of the agency program coordinator to be received by OPM no later than October 31, 1988

Agencies forward participant applications to be received by OPM NLT ... December 16, 1988

OPM advises first-line supervisors, participants and Program Coordinators, in writing, of final selections to the Program by February 7, 1989

NOTE: If agencies desire notification to training directors or officials other than those mentioned above, please submit a request with that official's name, address, and telephone number to OPM along with the list of nominees.

Orientation Week February 27—March 3, 1989

A unique training opportunity for personal and professional growth without risk. Participation in the Program has enabled me to better serve my agency and government through strengthened managerial and leadership skills.

Joan Miller
Department of Agriculture